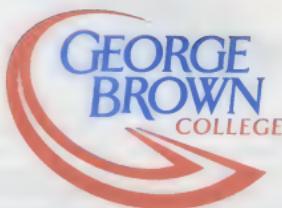


brown



The Path to Leadership



Inspired by a commitment to achievement through excellence in teaching and applied learning, we will set the benchmark to which all colleges will aspire and be recognized as a key resource in shaping the future of Toronto.

With this vibrant and dynamic drive, we will build a seamless bridge between students and employers as we develop workplace-ready graduates, who will be their candidates of choice.

Energized by the principles of access and diversity, we will create a community grounded in mutual respect and accountability in everything we say and do.



Four Decades of Achievement

In its nearly 40 years in the heart of Toronto, George Brown College has become woven into the economic, cultural and social fabric of Toronto. GBC is one of Canada's largest, most diversified and highly respected colleges, serving a broad and vibrant student body with an incredibly rich program mix of apprenticeship training, certificates, diplomas and degrees. The College has three main campuses in downtown Toronto at Casa Loma, St. James and Ryerson University, along with 10 training facilities, from which it offers 150 full-time programs and 1,200 continuing education courses. Students can pursue their career goals, choosing from diplomas, degrees and certificates.

Since its founding in 1967, the College has launched rewarding careers for thousands of people. George Brown's student body—14,000 full-time students (including 1,400 international students) and 58,600 continuing education registrants in 2005–2006—is highly reflective of the diverse community in which the College operates.

A GBC education ensures our graduates are ready for the workplace, ready to hit the ground running, as they fill waiting job vacancies.

> Achievement: Program Enrichment

BRINGING EMPLOYERS AND STUDENTS TOGETHER

A very special relationship exists between employers and George Brown's students. Employers are eager for highly trained, workplace-ready graduates, while students are keen to put their sought-after education and skills to work as employers' job candidates of choice. For GBC, the convergence of these mutual needs is the crucible for great achievement.

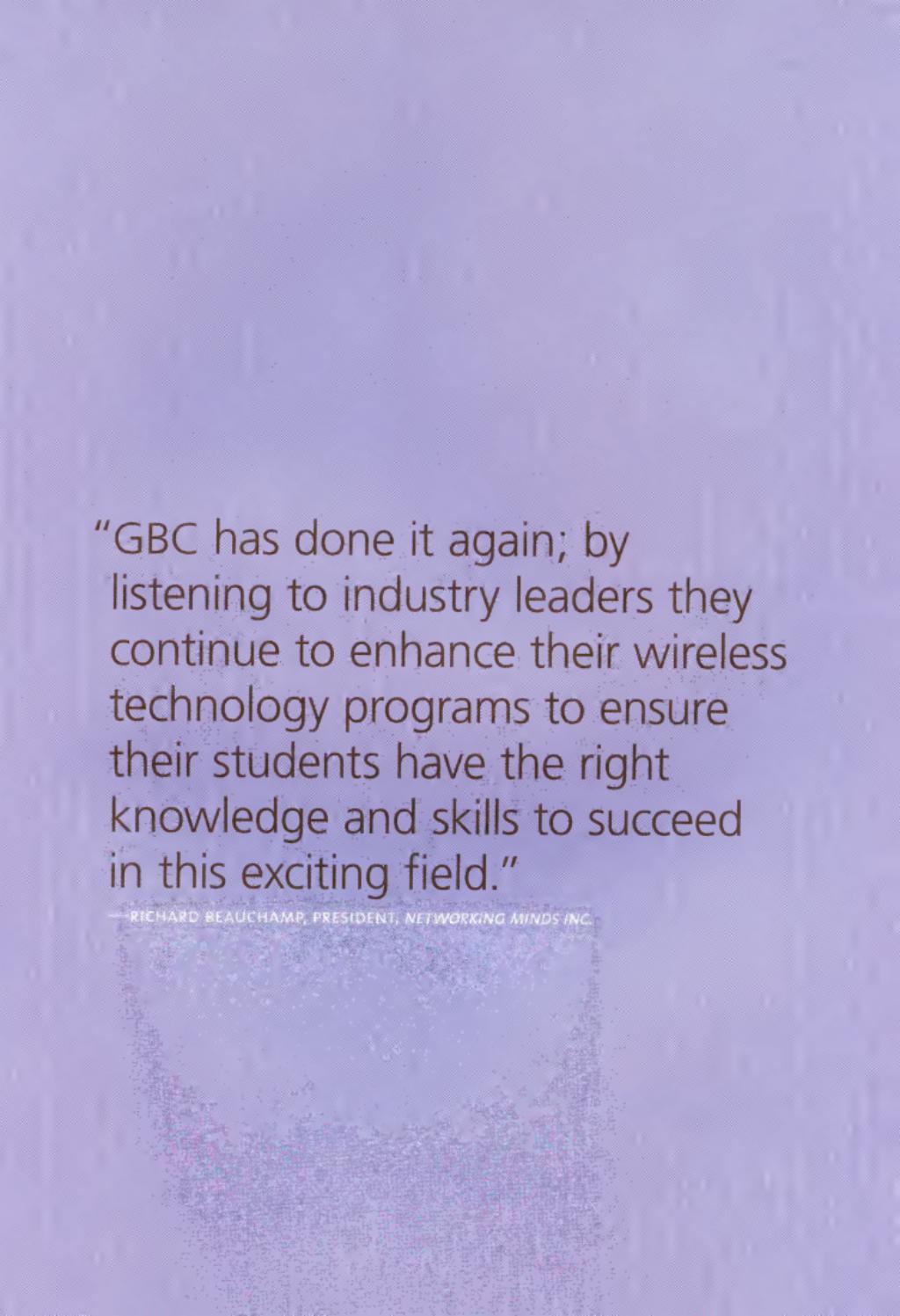
Simply, GBC brings employers and students together, face to face—directly, by tapping the excellence of our experienced faculty, or indirectly through our industry relationships. This contact allows us to create relevant programs where need exists and to craft curriculum that reflects the working environments into which students will graduate.

George Brown's dedication to building such close relationships with employers is strong, because it allows the College to achieve a synergy from which both our students and our partners benefit.

Working with stakeholders in industry, the College established innovative new partnerships in 2005–2006 that continued to strengthen the bridge between employers and students.

WHEN EMPLOYERS ACHIEVE, WE ACHIEVE—highlights of our achievements with industry partners in 2005–2006:

- **YOUNG CENTRE FOR THE PERFORMING ARTS** Following an innovative partnership between GBC's Theatre School and *Soulpepper Theatre Company*, GBC opened a new satellite campus at the *Young Centre for the Performing Arts* in Toronto's Distillery District. The partnership with *Soulpepper* solidified GBC's position as one of the top three theatre schools in the country.
- **MATTAMY HOMES MANAGEMENT CERTIFICATE PROGRAM** Students get the inside track on how a premier home builder works with a 16-week, paid work placement with *Mattamy Homes*, and gain real experience in a variety of construction management roles.
- **SOBEYS COMPLIMENTS CULINARY CENTRE** Developed through a partnership between GBC's Chef School and *Sobeys Inc.*, the Centre is a commercial product development lab that gives students real exposure to the entire process of converting ideas into new products for consumers.
- **SUZHOU OVERSEAS AFFAIRS SERVICE CENTRE PARTNERSHIP IN CHINA** A group of eight Early Childhood Education graduating students along with two faculty and staff from GBC's Centre for Early Childhood Development travelled to China for a month-long practicum and cultural exchange.



"GBC has done it again; by listening to industry leaders they continue to enhance their wireless technology programs to ensure their students have the right knowledge and skills to succeed in this exciting field."

—RICHARD BEAUCHAMP, PRESIDENT, NETWORKING MINDS INC.

> Achievement: Student and Graduate Success

NINE OUT OF 10 GEORGE BROWN GRADS ARE HIRED WITHIN SIX MONTHS

Students tell us their primary goal in coming to college is to get a job. George Brown's promise in return is to provide real-world, hands-on, applied learning, delivered by faculty dedicated to excellence in teaching. The result is that our students not only get a job, they get the career they want, working for employers who value the workplace-ready skills a GBC education provides.

Impressively, nine out of 10 GBC grads are working within six months of graduation. But we want to take that further still, to enhance our ability to develop graduates who assume meaningful positions in careers they choose. George Brown remains focused on improving the quality of our students' experiences and on ensuring student success—two goals which lie at the heart of the College's Academic Strategy.

WHEN OUR STUDENTS ACHIEVE, WE ACHIEVE—highlights of our achievements to ensure student success in 2005–2006:

- **NEW PROGRAMS RESPOND TO INDUSTRY NEEDS** Several new programs were introduced including a new applied degree in Construction Management, the postgraduate Health Informatics Program and an Integrated Culinary Management Program.
- **INTERNATIONAL WORK EXPERIENCE** Fifty percent more GBC students gained global work experience through work-study programs in several countries, including nursing students in China, community services students in Jamaica and Cuba, and hospitality students in Italy and France.
- **A LEADER IN HEALTH SCIENCES EDUCATION** 2005–2006 saw the opening of the Health Sciences Interprofessional Learning Clinic at Casa Loma. Building on the pre-existing dental clinic, other services such as hearing testing and fitness assessment were added. An integrated health assessment form was created by students from a variety of programs including nursing, dental hygiene and health information management.
- **SERVING STUDENTS BETTER** Solid progress was made on priority areas for process improvements. Implementation began on the Automate End-of-Term/Start-of-Term system, and the College implemented key system wide projects allowing for on-line confirmations and transcript requests, making things simpler and bettering the student experience at GBC.
- **LEARNING ENVIRONMENT** The number of computer work stations was significantly boosted as part of improvements to the Learning Commons and Student Service Centre at Casa Loma, which offers students a more effective and inviting learning environment.

“My George Brown experience has convinced me just how rich and rewarding the teaching profession can be. GBC has the most diverse and beautiful cross-section of cultures and people of any company or institution that I’m aware of. It really is the best face of what Toronto is, and aspires to be.”

—DAN OUELLETTE, GRAPHIC DESIGN PROFESSOR, GEORGE BROWN COLLEGE



> Achievement: Academic Excellence

**INDUSTRY RELATIONSHIPS + TEACHING EXCELLENCE + APPLIED LEARNING =
STUDENT ACHIEVEMENT**

Industry partnerships and relevant student experience help cement a relationship that gets our graduates the careers they want, and our partners the employees they need. But it is ultimately the professors who are the closest connecting link between students and the world in which they will work. Many of our faculty are professors who began their careers in industry and continue to maintain strong connections in order to share the most current knowledge and practices with their students.

George Brown's overarching commitment in our Academic Strategy is to make excellence in teaching and learning the distinguishing hallmark of a GBC education—one that leads to our graduates being offered the jobs they want. Achievement of this goal drives us to understand the importance of attracting and nurturing quality students, and providing them with "smart" classrooms and teaching staff who are dual professionals—highly skilled teachers who are also recognized experts in their sectors. Faculty recruitment in 2005-2006 included bringing teachers to GBC from industry with outstanding credentials, some with 15 to 25 years experience at the top of their professions.

As the bridge between employers and students, and as industry achievers, George Brown professors understand and value the end goal of a fine-tuned and relevant curriculum—one that enables students to achieve their dreams of getting the careers they want.

WHEN OUR FACULTY ACHIEVE, WE ACHIEVE—among the highlights of peer and industry recognition in 2005-2006:

- **INNOVATION** Association of Colleges of Applied Arts and Technology of Ontario Innovation Award for the College's Assistant Cook Extended Training (ACE^T) program.
- **PERFORMANCE** 2006 Doug Light Ontario College Administrative Staff Award, recognizing college administrators who demonstrated outstanding leadership, contribution to community, and excellence of performance.
- **TEACHING EXCELLENCE** Association of Canadian Community Colleges National Award for teaching excellence in GBC's Centre for Early Childhood Development.
- **COMMUNICATIONS** Trillium Advancement Awards for communications, awarded by Ontario's College Committee for Advancement. GBC received a quarter of the top honours and one honourable mention.

"My biggest pleasure, the true satisfaction I get working at George Brown, is having the opportunity to help students, staff and faculty move toward achieving their goals."

—GEORGIA QUARTARO, GBC DEAN, AND WINNER OF 2000 DOUG LIGHT AWARD



"It has been a pleasure to provide placement opportunities. The students are professional and well prepared. They bring with them a refreshing enthusiasm for the field and the individuals they support at *Community Living Toronto*."

—LINDA DUPUIS, BEHAVIOUR THERAPIST, COMMUNITY LIVING TORONTO



> Achievement: Accountability

GBC IS A MARKET LEADER IN FINANCIAL EFFICIENCY, WITH OUTSTANDING OPERATING FINANCIAL PERFORMANCE.

Financial accountability is crucial to George Brown's overall achievements—meeting our objectives and effectively serving our stakeholders is possible only through the optimal utilization of scarce resources.

In 2005–2006, GBC continued to work within the framework of a "balanced scorecard," and exceeded enrolment targets and balanced its budget.

Among the highlights of achievements in financial viability in 2005–2006:

- **MARKET LEADER** GBC is the third-largest college in the province, and leads Ontario's colleges with top market share in several program areas including Health Sciences, Food & Hospitality, Community Services and Building Technologies.
- **FUNDRAISING SUCCESS** GBC achieved over 85% of its \$1 million campaign goal for the George Brown Theatre School. The George Brown College Foundation raised \$335,000 towards the Ontario Trust for Student Support (otss) program (\$750,000 total with the Ontario government's matching contributions).
- **THE LARGEST PROGRAM FOR DISTANCE LEARNING IN CANADA** George Brown has more distance-learning registrants than any other Ontario college. GBC also doubled its revenue target set for u.s. franchising, a program through which several u.s. schools offer and market GBC curriculum which is then delivered through distance-learning technology.
- **EXCEEDING INTERNATIONAL ENROLMENT TARGETS** The number of international post-secondary students enrolled in September 2005 represented a 9.8% increase over the year previous, out-performing the 1.8% average growth in international enrolment in the Ontario college system over the same period.

READY FOR THE WORKPLACE

**WORKPLACE-READY GRADUATES.
AT GBC WE USE THE PHRASE A LOT,
BUT WHAT DOES IT REALLY MEAN?**

College education has blossomed well beyond the original intent of preparing students to be job-ready. In order to meet the new and changing needs of today's modern economy, George Brown has been leading the charge in producing what we call "workplace-ready graduates."

Workplace-ready graduates have acquired much more than a practical body of knowledge and full repertoire of job skills. GBC's culture is one of connecting students with employers. We make it a practice to hire professors with real-world experience. The George Brown emphasis is on job placements, co-op programs, and learning in the field. And our constant connectedness with industry allows us to develop relevant curriculum. It all means our workplace-ready graduates come equipped with a strong balance of hard and soft skills, and an advanced familiarity with the workplace.

A GBC education ensures our graduates are ready for the workplace, ready to hit the ground running, as they fill waiting job vacancies.



Financial Report

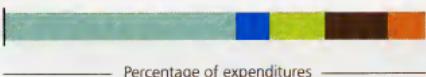
During the fiscal year 2005–2006, the College's total revenues, at \$180 million, were somewhat ahead of budget while expenditures tracked according to the budget plan, thereby producing a positive operating ratio. The excess of revenue over expenditures largely reflected the new provincial operating funding support which was received during the latter part of the fiscal year. The resultant financial stability of the College enabled us to provide academic and support services to 14,000 post-secondary students and 2.3 million student contact hours in part-time activity as well as continue to invest in the many strategic initiatives noted elsewhere in this report.

Revenue by Source



| | |
|--------------------|-----|
| Ontario government | 45% |
| Federal government | 2% |
| Student fees | 38% |
| Ancillary | 8% |
| Other | 7% |

Operating Expenditures



| | |
|------------------|-----|
| Academic | 55% |
| Administration | 8% |
| Student services | 13% |
| Ancillary | 25% |
| Other | 9% |

BOARD OF GOVERNORS 2005-2006

Shirlee Sharkey, *Chair*
 Geri Markvoort, *Vice-Chair*
 Chris Boyle
 Irene Chu
 Michael Eubanks
 Myrna Frances
 Gordon Gow
 Glen Grunwald
 Mary Lawson
 Marjorie McColm
 Cynthia McDonagh
 Randy McLean
 Noella Milne
 Maureen O'Halloran
 Jan Rush
 Anne Sado
(President, Ex-Officio)
 Tom Tomassi

Continued Achievement

George Brown College has again set ambitious goals for itself for 2006–2007 as it continues along The Path to Leadership and strives to set the benchmark to which all other colleges will aspire.

GBC's 2006–2007 objectives:

STUDENT SUCCESS

- Achieve Year 2 Milestones for Academic Strategy
- Focus on continuous improvement of KPI metrics
- Implement E-Learning Plan
- Implement Career Services Model per plan
- Negotiate and finalize new university-college articulation agreements

PROCESS IMPROVEMENTS

- Complete Academic Strategy process improvement projects and achieve expected benefits
- Successfully implement Banner 7 upgrade, and Call Centre reengineering project

BUILDING THE GBC BRAND

- Launch new brand identity and advertising campaign
- Increase top-of-mind awareness of the College among its audiences
- Gain positive profile for GBC with successful 40th anniversary celebrations

FINANCIAL VIABILITY

- Meet budget targets
- Meet domestic and international enrolment targets
- Grow distance-education enrolment by 10%
- Establish office of applied research and increase percentage of successful grant applications
- Meet fundraising targets
- Establish additional international partnerships

KEY INITIATIVES

- Complete master space plan
- Complete renovations to 215 King
- Finalize plan for residence development

Core Values

LEARNING COMMUNITY

We foster an environment of reciprocal dialogue to ensure learning, solve problems and strengthen the GBC community.

EXCELLENCE

We commit ourselves to delivering a "GBC standard" of quality and superior performance.

ACCOUNTABILITY

We hold ourselves responsible to ensure the future sustainability of GBC—academically and fiscally.

DIVERSITY AND RESPECT

We show mutual respect for each other within the community of GBC, including all of our stakeholders, in all our behaviour.

george